Newfoundland and Labrador
PUBLIC SERVICE COMMISSION

ANNUAL REPORT

ANNUAL REPORT

1984-85

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NEWFOUNDLAND
PUBLIC SERVICE
COMMISSION

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Office of the Chairman

The Honourable Haig Young, M.H.A.,
Minister of Public Works and Services
and Minister Responsible for the
Newfoundland Public Service Commission

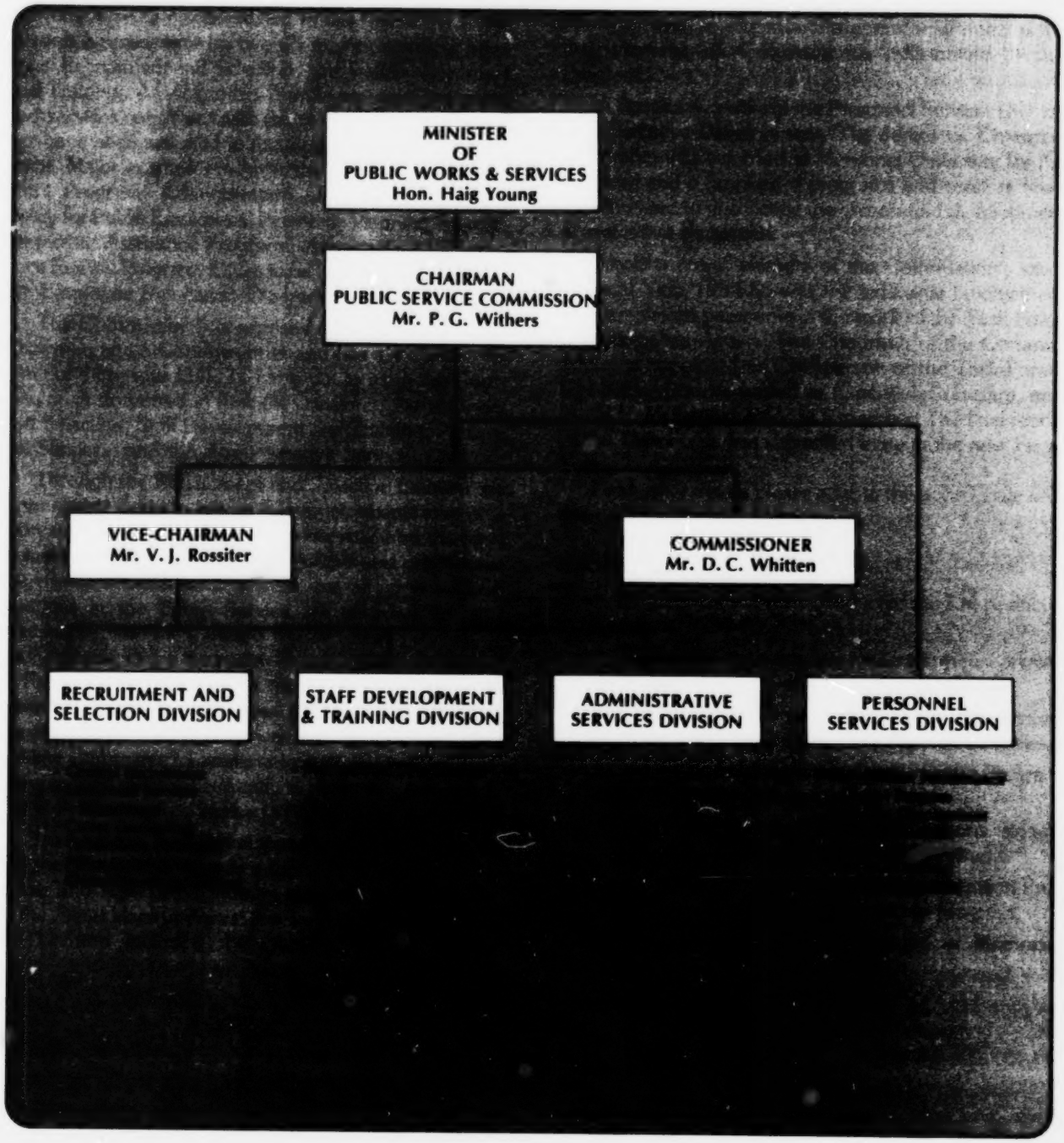
Pursuant to Section 18 of the Newfoundland Public Service Commission Act, I have the honour to submit to you the Annual Report of the Newfoundland Public Service Commission for the Fiscal Year ended March 31, 1985.

May I take this opportunity to acknowledge the assistance of my fellow Commissioners and the diligent work and dedication of our staff.

P. G. WITHERS
Chairman

March, 1986

Newfoundland Public Service Commission
Functional Organization Chart
March 31, 1985



INTRODUCTION

The Commission which was established by statute in 1973 operates under the authority of the *Newfoundland Public Service Commission Act*. In this regard the Commission is responsible for two (2) major personnel functions: Recruitment and Selection, and Staff Development and Training. As well, other human resource programs and services consistent with the intent and scope of the Act have been assigned to the Commission by Government. Major examples include: the Executive Development Program, Administration of Conflict of Interest Policy for Public Employees, Personnel Planning Projects, Employee Assistance Program, Management Performance Review Program, Educational Support Program and the Employee Relocation Program.

The Commission is comprised of a Chairman, Vice-Chairman and a Commissioner and has a staff complement of thirty-four (34). To carry out its work the Commission is structured in four (4) Divisions: Recruitment and Selection, Staff Development and Training, Personnel Services, and the Administrative Services Division.

Through the Recruitment and Selection function the Commission works to ensure that appointments to or promotions within the Public Service are made on the basis of merit as required by the Act. Policies and procedures have been established to ensure that all applicants for positions in the Public Service are afforded fair and reasonable treatment during the selection process. A major priority in the Recruitment and Selection Division in Fiscal Year 1984-85 was the initiation of efforts to develop regulations to be used in the administration of the Act. A second priority was the appointment of a Review Committee to examine recruitment policies, procedures, and practices currently in place. It is anticipated that both efforts will be finalized in the coming Fiscal Year.

Through the Staff Development and Training function the Commission acts as a support service to Departments and Agencies in human resource development. In the Fiscal Year under review some major projects of the Division included the completion of extensive management training associated with the Performance Review Program and the initiation of an Accelerated Management Development Program for Women as the first element of Government's Affirmative Action Program.

A significant priority of the Personnel Services Division was Executive Development. The James G. Channing Fellowship was awarded at Memorial University for the first time and a number of programs and services were implemented to encourage the growth and development of executive personnel.

Another major element of the Commission's work in Fiscal Year 1984-85 was the extensive involvement of Commission personnel in the work of the Task Force on Affirmative Action. The Chairman of the Commission was appointed as Chairperson of the Task Force, Ms. Becky Roome served as Executive Secretary, and Mr. B.F. McDonald acted as a member. The final report of the Task Force was submitted early in the new Fiscal Year.

For further details please refer to the appropriate sections of this Annual Report.

HIGHLIGHTS

- Recruitment activities conducted for 734 positions during 1984-85.
- 3728 individuals applied for Uniformed Services positions in the Department of Justice.
- 3094 public servants participated in Commission sponsored training and development activities.
- Accelerated Management Development Program for Women implemented.
- Government and Unions/Associations signed Employee Assistance Program agreement.
- First 42 graduates of Municipal Administration Program completed 4 year certificate program.
- First Channing Fellow appointed at Memorial University.

RECRUITMENT AND SELECTION DIVISION

The Public Service Commission Act authorizes the Commission to conduct the recruitment of candidates for permanent positions for all Government Departments and designated Agencies. The Commission must ensure that such appointments and promotions within the Public Service are made on the basis of merit to ensure that the best qualified and most suitable candidates are selected for public service employment. The Commission is not responsible for the filling of temporary, part-time, and contractual positions or for those which are the responsibility of the Lieutenant Governor-in-Council.

The Recruitment and Selection Division is responsible for the following activities:

- Staff Recruitment for Departments and Agencies
- Recruitment for the Uniformed Services
- Re-employment of Employees Affected by Redundancies or Work-Related Injuries
- Policy Development
- Career Information

STAFF RECRUITMENT:

Departments and Agencies

Recruitment activities include the filling of vacancies by advertising vacant positions either within the Public Service or through public advertisements. Following an initial screening of qualifications, candidates are impartially assessed through a combination of interviews and reference checking. The Commission then recommends for appointment three (3) candidates in order of merit and from this list the Department selects the successful candidate. During the year the Commission recommended candidates for appointment to seven hundred and thirty-four (734) positions. See Appendix A on page 17.

The Commission continues to link its Educational Support Program with its recruitment efforts for positions for which it has difficulty attracting qualified candidates. This has meant that local candidates have been given the opportunity to acquire the experience and/or training necessary for "hard-to-fill" positions.

Clerical/Secretarial Recruitment

The Public Service Commission has developed and administers a range of skill tests for entry-level clerical and secretarial positions. From time to time the Commission places general advertisements in the local press to attract potential candidates, but even with limited publicity the Commission processes large numbers of applications for these positions. In addition, in May and June testing sessions are conducted in the various Vocational Schools throughout the Province. During the year the Commission also conducts monthly large scale testing for clerks, typists and stenographers. Candidates who successfully complete the various tests are placed in an Applicant Inventory for one (1) year. Statistical information on recruitment activities can be found in Appendix B on page 18.

Recruitment for Uniformed Services

The Commission, at the request of the Department of Justice, conducts recruitment for all three (3) Uniformed Services (St. John's Fire Department, Adult Corrections Division, and the Royal Newfoundland Constabulary). During the Fiscal Year under review this activity required considerable involvement of staff resources. High public interest resulted in three thousand seven hundred and twenty-eight applications (3728) being submitted from all parts of the Province for eighty-three (83) positions.

Service	Applications Received		Number Hired	
	M	F	M	F
St. John's Fire Department	1205	12	8	—
Royal Newfoundland Constabulary	1254	199	34	1
Adult Correctional Division	952	106	39	1

Candidates were assessed by means of written tests, physical assessments, personal interviews and extensive references. Successful candidates have since completed initial training programs and have demonstrated high levels of interest, skills and motivation.

Re-employment of Employees Affected by Redundancies

From time to time the phase out of programs or the realignment of job duties means that the services of certain employees may no longer be required. In instances where positions have been declared surplus to current needs the Public Service Commission has been assigned responsibility under Government's Redundancy Policy to attempt to find suitable alternate employment for the

affected employees. The Commission is also responsible for trying to find alternate employment for employees who have suffered a work-related injury which prohibits them from returning to their regular duties.

In order to accommodate such employees, the Commission has established a Re-Employment Priority List. The Commission may waive job competitions when suitable and qualified candidates are identified from the List.

The phase-out of Exon House with the dislocation of over two hundred (200) employees necessitates major efforts being made to find alternate employment opportunities. A staff member of the Recruitment Division serves as a member of a Labour-Management Committee that has been established to oversee the phase-out of the facility over the next two (2) years.

Policy Development

Two (2) major thrusts were initiated during the past year. The Commission after ten (10) years in operation has decided that its procedures pertaining to Recruitment should be formalized as Regulations. It has also decided to review its recruitment methods and procedures and to this end a Review Committee has been established. The mandate of this Committee is to evaluate existing methods and procedures and to recommend any changes that may be deemed necessary to enhance the quality and reliability of personnel selections being made under the Public Service Commission Act. The evaluation will concentrate on the following areas: Selection Standards, Recruitment Methods, Assessment Practices, Documentation and Appeals.

The Committee is comprised of two (2) representatives from the Newfoundland Public Service and one (1) from the Federal Public Service.

Career Information

The Recruitment and Selection Division is able to provide only limited job counselling services to members of the Public Service and the general public. Limitations have been imposed by the shortage of staff in the Division, the high level of recruitment activity and the lack of trained career counsellors.

The Recruitment Division does however promote public service employment through participation at career days and through information sessions provided to participants on a number of courses offered through the Department of Career Development and Advanced Studies.

STAFF DEVELOPMENT AND TRAINING DIVISION

The Staff Development and Training Division is responsible for the provision of a full range of programs and services to foster the effective management and training of Government's human resources. In acting on this mandate, the Division offers programs for all levels of the Public Service including the executive, management, supervisory, professional and support staff groups. As well, the Division has responsibility for a number of special programs including the Accelerated Management Development Program for Women, Employee Assistance Program, Municipal Training Program and the Community Manager Program.

ORIENTATION TRAINING FOR PERFORMANCE REVIEW PROGRAM

The primary focus for the Division during this past year has been the delivery of forty (40) Performance Review Orientation courses for five hundred and eighty four (584) managers. The Performance Review Program was approved by Cabinet in December, 1983 and is scheduled for full implementation for all management personnel by June, 1986.

The majority of managers have reacted positively to the orientation seminars as well as to the objectives of the program.

The Staff Development and Training Division is now reviewing its program offerings to ensure that it is prepared to respond effectively to the individual development needs which are expected to be identified as the Performance Review Program is implemented in all Government departments.

ACCELERATED MANAGEMENT DEVELOPMENT PROGRAM FOR WOMEN

The 1984 Throne Speech announced Government's intention to introduce an Affirmative Action Program for female employees in the Newfoundland Public Service. An early feature of the Affirmative Action Program was an Accelerated Management Development Program for a selected group of female employees. In the Fall of 1984 the Human Rights Commission approved this program which is intended to prepare these female employees, with demonstrated potential, for advancement within Government.

To ensure consistency in the selection process, the Public Service Commission designed a set of criteria which was to be used by the Departments in selecting their candidate for the Program. The criteria permitted the numerical rating of candidates in four (4) areas: application, interview, suitability and references. In addition, these four (4) areas were further broken down to ensure that the candidate's potential for the Accelerated Management Development Program was fairly assessed regardless of the position in which she was employed. In particular, interview questions used were the same for all candidates. Twenty-five (25) females from Departments and Agencies were recommended to the Commission for acceptance into the Program.

The Program will offer these participants three (3) interlocking components: individual career counselling, developmental job assignments and training programs, over an eighteen (18) month period.

MANAGEMENT DEVELOPMENT PROJECTS

(1) During the year the Division was requested to prepare a series of management development courses for managers from the Newfoundland and Labrador Housing Corporation. The Division developed a series of six (6) courses which are being presented in conjunction with Corporation seminars on internal policies and procedures to two (2) groups of managers.

(2) In February of 1984 the Department of Health approached the Staff Development and Training Division to develop a Program Planning and Evaluation model. The purpose of this project was to provide the Department with a systematic and standardized format for developing its program and services. Training of all Department of Health Managers was completed in February, 1985 with one hundred and five (105) managers in the Department participating. The follow-up to this project is to monitor the use of the model and to develop a more in-depth Program Evaluation component for presentation to the Department by late Fall of 1985.

(3) The Staff Development and Training Division continued to support the attendance of selected managers at a two (2) week Management School presented on an annual basis by the Center for Management Development of Memorial University. Candidates for this school are nominated by the senior executives of various Departments and final selection made by a committee of senior executives.

STAFF DEVELOPMENT AND TRAINING DIVISION

EMPLOYEE ASSISTANCE PROGRAM

In November, 1984 a new agreement to officially launch the Employee Assistance Program was signed by the Honourable Dr. John Collins, then President of Treasury Board, the Honourable Haig Young, Minister Responsible for the Public Service Commission, Mr. Fraser March, President of the Newfoundland Association of Public Employees, and Mr. Kevin Whelan, President of the Newfoundland and Labrador Government Managers' Association. The purpose of the program is to provide confidential assistance to Government employees who experience work-related difficulties caused by personal problems. The Program has a formal mechanism in place for employees to use the program either on their own initiative or for managers to refer employees to the Program on the basis of their work performance. The Program is supported by Government and the various Unions and Associations representing its employees.

Since the close of the Fiscal Year a full-time Employee Assistance Program Co-ordinator has been appointed. One of the first tasks for the Co-ordinator will be to promote and raise the awareness of the Program throughout the Public Service.

MUNICIPAL TRAINING

Forty-two (42) of the more than one hundred (100) municipal clerks, managers and other personnel enrolled in the four (4) year Certificate Program in Municipal Administration, graduated in June, 1984 from Memorial University. A second cycle is presently underway with courses offered in Municipal Law and Municipal Planning.

The Core Program of introductory seminars offered during 1984 emphasized written communication skills and fire protection administration. The Division conducted a total of nine (9) seminars involving approximately one hundred and five (105) Municipal Administrators.

The Community Manager Program is designed specifically for Municipal Administrators from the coastal communities of Labrador. During 1984-85 sixteen (16) Administrators participated in courses and seminars on the topics of accounting and administration.

ACTION RESEARCH PROJECTS

During 1984 the Division completed a research project to assess the effectiveness of the R.I.A./C.G.A. programs in improving the accounting and financial management capability in the Provincial Government. The results of this survey will provide further direction to Government with regard to continuing sponsorship of these programs. During 1984, Government sponsored a total of fifty-six (56) candidates who were enrolled in these programs.

STATISTICAL SUMMARY

Participation in Commission training courses declined marginally in Fiscal Year 1984-85 from the previous Fiscal Year. In 1983-84 there were a total of three thousand two hundred and twenty-seven (3227) participants, while three thousand and ninety-four (3094) attended courses in 1984-85. This figure however, continues to reflect the financial restraint program as well as the curtailment of the regular Core Program of the Commission due to the heavy commitment to the Performance Review Program. For further information on the participation in Commission training, reference may be made to the Table in Appendix C on page 19.

PERSONNEL SERVICES DIVISION

The Personnel Services Division is responsible for the development, evaluation and administration of service-wide policies and programs in Human Resources Management related to such areas as:

- Performance Review for Management Personnel
- Educational Support
- Executive Development
- Conflict of Interest
- Service Recognition

Performance Review Program

A key issue for organizations in the 80's is effective Human Resources Management. Departments today are faced with an ever increasing demand for services and finite resources to deliver program needs. To meet this challenge Departments have had to become more effective users of the resources at their disposal. To assist in meeting this challenge and to help in the management of their vital Human Resources, Government introduced in December, 1983 its Management Performance Review Program.

The Management Performance Review Program is a results oriented program. It provides a formal mechanism to review an employee's work performance through objective setting, periodic reviews and the completion of an Annual Review Report at the end of the review period.

This Program which is for all management personnel in Government is intended to enhance Departmental planning, to improve communications between various management levels in Departments and to provide a mechanism through which employee training and development needs can be identified and met.

The Personnel Services Division, in co-operation with the Staff Development and Training Division, delivered forty (40) training sessions between April, 1984 and March, 1985 to five hundred and eighty-four (584) executive and management personnel. The aim of the three-day seminar was to orient personnel to the principles and techniques of the Program.

Responsibility for implementation and administration of the Program rests with the Deputy Ministers of Departments. The Public Service Commission, however, is responsible to review the overall implementation and success of the Program and to report to Cabinet annually on its status.

In November, 1984 the Commission submitted its first report to Cabinet and was pleased to indicate that the Program's implementation was proceeding at a satisfactory rate at that time.

There is also a Performance Review Advisory Committee which is chaired by a Deputy Minister to monitor the implementation and on-going administration of the Program. In the next Fiscal Year the Commission, in conjunction with this Committee, will be advising Government on the overall success of the Program.

Educational Support Program

In order to develop its own Human Resources and to decrease the necessity of out-of-Province recruitment Government authorized the Commission in 1981 to use its Educational Support Program combined with a recruitment component as a means of achieving these aims.

This program uses a Human Resources Planning approach to staff "hard-to-fill" positions in the Public Service and to support employees pursuing training or study to meet the requirements of priority programs in their Departments and Agencies.

One area where this approach has proven successful is in the filling of professional Librarian positions. Employees of the Newfoundland Public Libraries Board who have Bachelor degrees are encouraged to apply in advertised Career Development — Educational Opportunity competitions. Successful candidates pursue their studies at Library School to obtain their Master of Library Science degrees and upon their return to the Province are placed in appropriate professional positions within the Newfoundland Public Libraries Board.

The support offered under this program may include either leave with or without pay, tuition reimbursement, transportation cost and the cost of textbooks and related expenses.

In Fiscal Year 1984-85 five (5) educational support proposals were approved under this program. These proposals were from the Departments of Health, Education, Labour and the Newfoundland Public Libraries Board.

Executive Development Program

The Executive Development Program which was established in October, 1982 is designed to provide members of the Executive Group with an opportunity to strengthen their managerial skills through a planned

developmental approach tailored to meet individual needs.

To ensure that the needs of executives are met the Program is managed by a Committee comprised of four (4) representatives from the Executive level of the Public Service and two (2) from the private sector. In the Fiscal Year under consideration the Committee co-ordinated and offered seminars in the **Financial Responsibilities of Senior Executives** and **Stress Management.**

Another element of the Executive Development Program is the James G. Channing Fellowship at Memorial University. The Fellowship was established to honor the memory of James G. Channing, a long-time Clerk of the Executive Council and an outstanding public servant. This opportunity, which is of twelve (12) months' duration, is open to the Deputy Minister group.

On the recommendation of the Executive Development Committee, Cabinet and Memorial University approved in March, 1985 the appointment of Mr. Gerard O'Reilly, former Deputy Minister of Rural, Agricultural and Northern Development and Chairman of Newfoundland Farm Products as the first Channing Fellow.

Conflict of Interest (Public Employees) Regulations

In February, 1983 Government introduced the Conflict of Interest (Public Employees) Regulations for all public service employees. These Regulations are intended to provide guidance to public employees to ensure there is no conflict between the duties of their positions and their private interests.

The Regulations require employees to disclose in writing to the Head of the Department / Agency any business, financial or property interest that actually or potentially conflicts with or is affected by actions taken or decisions made by employees in the course of their official duties.

The Regulations also set out measures Department Heads may take to correct a conflict of interest situation on the part of an employee. If the Department Head decides that there is a conflict of interest there are a variety of options open to resolve the matter including:

- divestiture of the interests deemed to be causing the conflict
- the cessation of extended employment
- internal transfer of the public employee
- disciplinary measures including suspension and / or dismissal.

Department Heads, however, are obliged to consult with the Public Service Commission before taking any remedial action.

Although the Public Service Commission has an overall responsibility to provide advisory services and to disseminate information relating to the Regulations in order to ensure uniform standards of administration, Department Heads have the responsibility for the administration of the Regulations in their respective Departments. During the year Department Heads continued to consult with the Commission regarding possible conflict of interest situations that arise and to which the Regulations may apply.

Service Recognition Program

In 1980 the Service Recognition Program was introduced in the Newfoundland Public Service to recognize the service of public servants at significant points in their careers. These milestones of an employee's career are marked by Government through the presentation of standard pins and certificates identifying either 20, 25 or 35 years of service. In the case of retirement, however, the occasion is noted through the presentation of a gift and a certificate.

In Fiscal Year 1984-85 one hundred and sixty-six (166) public servants were recognized under the retirement provisions of the Program. Listed in Appendix D on page 20 of the statistics section of this report are the names of twenty-three (23) employees who retired this year with thirty-five (35) years of service and over.

Under the Long Service section of the Program one hundred and sixty-eight (168) public servants were presented with Certificates and pins as follows:

20 years' service — 116
25 years' service — 48
35 years' service — 4

In the next Fiscal Year the Commission plans to review the Service Recognition Program to ensure that it is meeting its objectives.

STATISTICS

Appendix A

RECRUITMENT AND SELECTION DIVISION

Number of Competitions and Positions Filled by Department
Fiscal Year 1984-85

Department/Agency	No. of Competitions	No. of Positions
Auditor General	20	27
Alcohol and Drug Dependency Commission	9	9
Bay St. George Community College	4	4
Cabinet Secretariat	4	4
Consumer Affairs and Communications	1	1
Culture, Recreation & Youth	18	18
Development and Tourism	24	24
Education	38	40
Intergovernmental Affairs Secretariat	1	1
Treasury Board Secretariat	3	3
Finance	32	35
Fisheries	10	10
Fisheries Loan Board	2	3
Fishing Industry Advisory Board	1	1
Forest Resources and Lands	26	30
Health	54	60
Justice	52	53
• Adult Corrections Division	2	40
• Royal Newfoundland Constabulary	1	35
• St. John's Fire Department	1	8
Labour	12	13
Mines and Energy	11	12
Medical Care Commission	12	13
Municipal Affairs	7	8
Newfoundland Liquor Licensing Board	3	3
Newfoundland Public Libraries Board	17	18
Petroleum Directorate	26	26
Public Service Commission	6	6
Public Works and Services	28	33
Rural, Agricultural and Northern Development	33	34
Social Services	111	130
Transportation	30	32
Totals	599	734

Appendix B

RECRUITMENT AND SELECTION DIVISION

Entry-Level Clerical and Secretarial Positions

Tests Administered 1984-85

	Total Applicants Tested	No. Passed	No. Failed	No. Females	No. Males
Clerical	887	363	524	604	283
Typing	803	470	333	801	2
Shorthand	297	127	170	297	9
Court Reporter	34	4	30	34	0
Totals	2021	964	1057	1736	285

Clerical/Secretarial Positions Filled

	Total Positions Recommended	Permanent Positions	Temporary Positions	No. of Females	No. of Males
Clerk I	14	11	3	8	6
Clerk II*	24	21	3	17	7
Clerk Typist I	16	11	5	16	0
Clerk Typist II*	42	33	9	42	0
Clerk Stenographer I	3	0	3	3	0
Clerk Stenographer II*	40	38	2	40	0
Court Reporter	4	3	1	4	0
Data Preparation Operator I	2	1	1	2	0
Data Preparation Operator II*	2	2	0	2	0
Totals	147	120	27	134	13

* *The majority of these positions are filled by applicants currently employed with the Public Service.*

Appendix C

STAFF DEVELOPMENT AND TRAINING DIVISION

Number of Courses, Participants and Person Days of Training for Fiscal Year 1984-85 by Program Area

Program Area	Numbers of Courses	Numbers of Participants	Numbers of Person Days of Training
1. Executive Course Program	3	54	54
2. Management & Supervisory Development Program	54	809	2055
3. Administrative & Support Staff Training	5	81	155.5
4. Departmental Training Programs	40	641	1490.5
5. Computer Course Program	56	294	319.5
6. Special Training Programs	28	460	930.5
7. Municipal Training Programs	24	474	1165
8. Part-time, Correspondence and Night Course Programs	125	109	
9. Pre-Employment Training	6	118	5782.5
10. External Courses and Workshops	27	54	217
	368	3094	12169.5

Appendix D

PERSONNEL SERVICES DIVISION

Public Servants who Retired in Fiscal Year 84-85
Thirty-Five Years Service and Over

Name	Years	Department
1. Joseph A. Doyle	47	Forest Resources and Lands
2. Herbert F. Gibbons	44	Nfld. Public Libraries Board
3. Angus F. Adams	43	Finance
4. Hollis H. Oates	42	Forest Resources and Lands
5. Dr. J. Kevin Tracey	41	Education
6. Fred Cormier	41	Public Works and Services
7. William Hussey	41	Transportation
8. James Marshall	40	Transportation
9. Cecil Warford	40	Transportation
10. Thomas Redmond	39	Health
11. Judge Charles L. Roberts	39	Justice
12. Harold Smith	39	Social Services
13. C. Ronald Kelsey	38	Rural, Agricultural and Northern Development
14. Harold Noftle	38	Health
15. Cyril C. Stokes	37	Finance
16. Dr. Hugh Twomey	36	Health
17. Clyde Belbin	36	Transportation
18. Edmund Fisher	36	Transportation
19. R.C. Williams	35	Labour
20. Elsie Hill	35	Social Services
21. Stanley King	35	Social Services
22. William J. Pardy	35	Social Services
23. Douglas Burt	35	Transportation